

APPENDIX 2 DYFS and SACWIS: OVERVIEW

Background Information

This appendix provides background information and a brief overview of DYFS, its mission to protect children and support families, and the role that a SACWIS system will play in meeting DYFS' child protection and child welfare responsibilities.

Mission Statement

The mission of the Division of Youth and Family Services is to ensure the safety, permanency, and well-being of children and to support families.

It is an essential responsibility of the State to create and support conditions that permit families and communities to nurture each child. If the family is unable to protect a child, it is in the best interests of each child, the family, and the community that public and private resources are mobilized to assure a safe and permanent environment for each child and to strengthen and support the family. These are the broad goals of the child welfare system.

DYFS Operations and Responsibilities

In carrying out this mission, DYFS received over 78,357 referrals and requests for intervention and services during calendar year 2000; another 4,925 inquiries were handled as information and referral responses. Among these referrals, 39,176 were allegations of child abuse and neglect, 22% (8,715) of which were substantiated upon investigation. Another 34,604 referrals involved an allegation of a family problem.¹

Most children are served by DYFS in their own homes. As of May 2003, DYFS was providing services to 54,177 children from 28,674 families; 78% of these children (42,212) were receiving services in their own homes.²

As the State child welfare and child protective services agency, DYFS has both the responsibility and legal authority to investigate allegations of child abuse, neglect, or abandonment or risk thereof and, to arrange for the protection of the child and treatment of the family.

DYFS provides a variety of services to encourage and strengthen family life so that families will

¹ Child Abuse and Neglect in New Jersey: Statistical Report for 2000. Department of Human Services, Division of Youth and Family Services, p. 1 and p. 4.

² Case Activity Report (SISM-5) for the period ending 5/2/03. Statewide totals and totals for the Adoption Resource Centers no longer include children only receiving subsidized adoption payment services. These changes have been made to more accurately reflect the actual number of children receiving case management services from the Division, which traditionally has been used to calculate staff to client ratios in the DYFS field offices for the purpose of allocating staff.

stay together and function smoothly on their own. These services are provided by more than 1,396 caseworkers statewide³.

New Jersey residents receive these services through a network of 32 local District Offices, six Adoption Resource Centers, four Institutional Abuse Investigation Units, three residential treatment centers; and the Office of Child Abuse Control (OCAC), a 24-hour, 7 day a week child abuse and neglect hotline operation. OCAC also operates the Safe Haven for Infants hotline for reporting abandoned infants or infants at risk of abandonment.

Additional services are contracted for or purchased through community agencies. The current contract load consists of approximately 1,100 contracts with 2,400 service components. These services include: foster care, children's shelters, residential, group home and treatment placements; psychological counseling; addiction assessment; intervention and treatment; homemaker services; adoption services; family preservation services and other types of supportive services. DYFS contracts for or purchases approximately \$300 million in services each year. Funding from Title IV-D (child support), Title IV-B and Title IV-E play a significant role in the provision of these services.

Guiding Principles

Under the umbrella of the agency's mission, the Division of Youth and Family Services operates within twelve guiding principles. These principles are consistent with our goals of safety, permanency, and well-being of children and are our prevailing philosophy as we serve children and families:

1. The health and safety of each child is paramount. Put safety first. Children must not remain in homes that are unsafe nor return home without safety measures in place.
2. Safety, permanency and well-being are considered simultaneously throughout a child's involvement in the child welfare system. Case assessment and planning identify the services needed to achieve safety, permanency, and well being, regardless of whether a child is living at home or in an out-of-home placement.
3. Services are individualized. The case assessment, case plan, and services must be customized to the individual needs of the child and family. Assessment must drive decision-making to ensure effective service delivery.
4. Services focus on strengths of the family and empower families. Families possess certain inherent strengths and opportunities which, under favorable conditions, they can draw upon when problems emerge. The knowledge and experiences of family members are valuable in assessing, planning, decision-making, and delivering services. Families who feel valued and respected are empowered to care for themselves and make changes in their own lives.

³ Case carrying staff at these locations as of November 6, 2000.

5. Services are culturally competent. Assessing, planning, decision-making, and delivering services must occur within the cultural context of the family. The child welfare service system must operate in a way that is compatible with the customs, behaviors, and beliefs of members of distinct groups. It must respect diversity in culture, ethnicity, religion, gender, economic status, and affectional orientation.
6. Decisions are timely and consider the child's sense of time. A consistent, nurturing parent-child relationship is critical to a child's identity, self-esteem, and ability to trust and form relationships with others. A child's sense of time is different from an adult's sense of time. Case practice decisions, particularly related to placement, must be timely and take a child's sense of time into consideration.
7. The birth family is important to the child. Children remain emotionally connected to their birth families, even when they are living apart or parental rights have been terminated. The child welfare service system must respect the child's positive sense of his/her birth family, regardless of the family history or the long-term case plan for the child.
8. Collaboration is key to effective services. The child welfare agency, on its own, cannot meet the challenges to prevent maltreatment and provide children with a safe and permanent living situation. Broad-based, multi-disciplinary collaboration is essential to ensure effective assessment, planning, and services for children.
9. Children, birth families, relatives, and foster/adoptive families are respected. The child welfare service delivery system must respect the inherent worth and dignity of every individual. Children and families have a right to be offered help with their problems or situations in a non-judgmental and respectful manner.
10. Accountability is outcome-based. Client and system outcomes, rather than process information, provide better measures of performance. Establishing benchmarks for success helps to measure whether change is occurring.
11. Resources are redirected based on outcomes and changing needs. Assessment of strengths and needs must be ongoing, not "one-time only." The child welfare service delivery system requires the flexibility to re-design services in response to measured outcomes, and to meet the changing needs of the children and families served.
12. Staff competency is critical to effective services. The child welfare service delivery system must ensure that staff is adequately trained and receives appropriate supports to enable the effective use of case practice knowledge and skills. Each staff member must continually evaluate his/her ability to deliver effective child welfare services.

Out-of-Home Placement

When a child needs an out-of-home placement, DYFS uses the least restrictive setting possible that is appropriate to meet the needs of the child. Most children placed by DYFS reside in foster care.

As of July 7, 2000 a total of 11,965 children resided in out-of-home placement, including:

- 5,740 in regular foster care;
- 1,898 in relative support care;
- 1,586 in para-foster care and in relative placements;
- 1,046 in residential treatment facilities;
- 432 in group homes;
- 613 in treatment homes;
- 408 in temporary shelters/homes;
- 115 in independent living arrangements; and
- 92 in non-DYFS public institutions.

24-Hour Hotline

As part of its child protection services program, DYFS operates a hotline which centralizes intake after hours through its Office of Child Abuse Control (OCAC) to receive referrals of suspected child abuse and neglect in the evenings and on weekends and holidays. Calls are also received concerning child welfare and children who are in open-case status (e.g., children in out of home placement). OCAC is linked to a statewide network of Special Response Units (SPRU) whose caseworkers are charged with responding to emergency referrals received by OCAC.

OCAC operates the Safe Haven for Infants hotline that offers a safe option for young mothers who may wish to surrender their newborn babies. Infants up to 30 days old may be surrendered in this manner.

OCAC also has a number of administrative functions including liaison with police departments and the tracking of the parole status (Parole Exchange) of inmates involved with families under DYFS supervision.

DYFS Administrative Structure

With the exception of the functions listed under the Office of Programs Operations, the following are considered part of DYFS Central Office.

- Office of the Director
- Office of Chief of Staff
 - Bureau of Licensing
 - Telecommunications and Information Services
 - Human Resources
 - Facilities Management

- SACWIS Project
- Office of Policy, Planning, and Support
 - Data Analysis and Reporting Unit
 - Policy Development
 - Program Evaluation
 - Training and Staff Development
 - Office of Foster Care and Permanency Services
- Office of Fiscal and Budget Operations
 - Bureau of Revenue Development
 - Contract Administration
 - Accounting
- Office of Program Operations
 - Regional offices
 - District offices
 - Office of Adoption Operations
 - Adoption Resource Centers
 - Residential Treatment Centers
 - OCAC
 - Placement Alternatives
- Office of Intergovernmental Affairs
 - Interstate Service Unit
 - Institutional Abuse Investigation Unit
 - Hearing and Legislative Affairs Unit

The Bureau of Licensing (BOL) serves as a regulatory arm of the Department of Human Services with responsibility for certifying: children’s residential treatment facilities and group homes; children’s shelter facilities and shelter homes; child adoption agencies; and foster homes for DYFS-placed children. It is also responsible for licensing childcare centers, and administering the State’s voluntary family day care registration program. The Bureau inspects these facilities/programs, conducts complaint investigations, and institutes enforcement actions. The Bureau of Licensing also performs Child Abuse Record Information (CARI) checks on behalf of the community to screen private adoption agency applicants, day care staff and staff for other childcare and treatment facilities. BOL staff will use the SACWIS system to assure that DYFS field and resource management staff have the most current information on the licensing status of facilities, foster homes and child care programs.

The Department of Human Services Institutional Abuse Investigation Unit (IAIU) investigates reports of abuse or neglect that occur in public and private facilities that provide care to children under 18 years of age. These include public and private schools; childcare centers; family day care homes; children's residential treatment facilities, group homes, shelter facilities and homes; foster homes; detention and correctional facilities; camps; and hospitals. Institutional Abuse Investigation Units also attempt to prevent abuse by requesting corrective action plans for programs whose actions toward children, though not abusive, need to be ameliorated. IAIU staff will use the SACWIS system to assure that DYFS field and resource management staff have the most current information on any complaints child abuse or neglect in facilities, foster homes or

child care programs.

The Office of the Public Defender investigates reports of child abuse/neglect occurring at three DYFS-operated residential treatment centers, and situations where an investigation by DYFS might be considered a conflict of interest.

Apart from Central Office, DYFS divides the State into four administrative regions and one adoption administrative unit to provide services to its 21 counties.

- Northern Region includes Bergen, Hudson, Morris, Passaic, Sussex and Warren Counties (Regional Office located in Paterson).
- Metropolitan Region includes Essex, Middlesex and Union Counties (Regional Office located in Newark).
- Central Region includes Hunterdon, Mercer, Monmouth, Ocean and Somerset Counties (Regional Office located in Trenton).
- Southern Region includes Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester and Salem Counties (Regional Office located in Hammonton).
- Office of Adoption Operations includes six adoption resource centers located in Paterson, Newark, Edison, Woodbridge, Lawrenceville and Voorhees. The central adoption administration is located in Trenton.

The Adoption and Safe Families Act (ASFA) and Reform of the New Jersey Foster Care System

During 1997 and 1998, two significant events occurred that had both immediate and long-term consequences for the approach that DYFS takes to protect children and support families. These were the passage of the Adoption and Safe Families Act of 1997 (ASFA) and the announcement by former Governor Christine Todd Whitman of a new initiative in New Jersey to reform its foster care system.

The goal of the federal Adoption and Safe Families Act (ASFA) legislation is to strengthen the child welfare system's response to children's need for safety, permanency and well-being. As a result of the law, children will be returned home or freed for adoption more quickly and spend less time in out-of-home placement. Some of the activities required to achieve this goal are part of the foster care reform effort currently underway at DYFS.

ASFA also requires that children be safe at home as well. Structured decision-making (SDM) assists in meeting that goal.

Finally, ASFA requires that child safety, permanency and well-being in home and in placement be evaluated through the seven outcome measures of the Child and Family Services Reviews conducted by the ACF.

These reforms are part of a larger effort to improve the services DYFS provides; as recommended by a special Blue Ribbon Panel convened by the Governor to study DYFS. Details about these reform efforts appear below.

The Governor's Blue Ribbon Panel on Child Protection Services

The Governor's Blue Ribbon Panel on Child Protection Services was charged with reviewing the status of New Jersey child welfare services and recommending improvements. The Panel included individuals with a wealth of experience in child protection, treatment, and advocacy.

The Final Report of the Panel identified 382 specific recommendations for improving the performance of DYFS, including the development of a SACWIS system. In response to the Final Report, DYFS implemented a strategic planning process that engaged DYFS staff and community representatives in a collaborative effort to improve and guide New Jersey's child welfare system in the coming years.

Key experts from New Jersey's child welfare community were invited to participate in eight planning groups to recommend the goals, objectives and activities required to achieve reforms in eight major areas: Workforce Competency; Child Protective Services; Permanency Planning; Foster Care; Continuum of Care; Accountability; Inter-Agency and Community Collaboration; and Prevention.

The DYFS Strategic Plan

DYFS' Strategic Plan, issued in June 1998, was developed from the common themes that emerged from the work of the planning groups. This three-year plan includes six long-term goals:

- Reform New Jersey's foster care system;
- Improve safety and expedite permanency for children;
- Improve the quality and accountability of DYFS direct service and administrative operations;
- Enhance the professionalism of the child welfare workforce;
- Improve case assessment and planning for children and families; and
- Strengthen New Jersey's system of prevention services for at-risk children and families.

By the end of 1998, DYFS had undertaken several key activities to help meet these goals and had begun to plan future activities. These activities included:

Creation of an Office of Foster Care and Permanency Services to take the lead in developing, implementing, and sustaining DYFS' foster care effort. This new unit established Foster Care Support Coordinators and Foster Care Recruitment Coordinators in each DYFS region; expanded DYFS' capacity to evaluate foster parent applicants; developed a new foster care recruitment campaign; and planned the development of a foster-adopt home recruitment campaign. (Foster-adopt

providers are recruited with the goal to adopt a child placed in their care if DYFS efforts to rehabilitate the birth family are not successful).

Implementation of the Foster Care and Permanency Initiative, which increased reimbursement rates for foster and adoptive parents by revamping reimbursement levels based on the level of care the child needs; bolstered professionalism among foster parents by instituting a training and certification process; sought to eliminate the backlog of termination of parental rights cases; and increased support services for foster parents and foster children. Licensing of foster homes by the DHS Bureau of Licensing was introduced.

Implementation of the Child Protection Initiative, which funded the hiring of additional direct service and support staff for the District Offices, Adoption Resource Centers, Institutional Abuse Investigation Units, and Regional Offices; expanded DYFS' capacity to provide drug and alcohol counseling services; expanded training for case-carrying and supervisory staff; and expanded legal services necessary to expedite adoption processing.

Structured Decision-Making

Goal #5 of DYFS' three-year Strategic Plan to support and carry out its mission is to improve case assessment and planning for children and families. Objective 5.1 of this goal is to strengthen the standards for decision-making.

To meet this goal and its related objective, DYFS plans to develop a framework for decision-making regarding children and families. This initiative, to be based on standard criteria that are uniformly applied throughout the State, will ensure that a comprehensive, continuous and effective case assessment and service planning process is utilized in every case situation served by DYFS either directly or through other child welfare service providers.

A number of task-focused subcommittees have been formed to address specific issues relating to structured decision-making including screening, intake and risk assessment. These subcommittees will work with the Implementation Vendor and the VV&T Contractor during the analysis and design stage of the project. Additional subcommittees will be formed over the duration of the project to address other outstanding SDM issues.

The Division of Youth and Family Services is in the process of contracting with a third party vendor to assist with the development and implementation of a set of automated Structured Decision Making Tools. The Implementation Vendor will be responsible for integrating these various assessments into the SACWIS application.

Role of SACWIS in Supporting DYFS Reforms

Responsible and effective management will be critical to achieving the following specific objectives and goals outlined in the Strategic Plan:

- Improving safety and risk assessment and expediting permanency for children.
- Improving the quality and accountability of DYFS direct service and

- administrative operations.
- Enhancing the professionalism of the child welfare workforce.
- Improving case assessment, decision-making and planning for children and families.
- Strengthening New Jersey’s system of prevention services for at-risk children and families.
- Facilitating the implementation of the structured decision-making model.

The proposed SACWIS system will assist New Jersey in achieving the objectives outlined in the Strategic Plan. The new system will improve case management, simplify referral and access to services, facilitate connectivity with other State, county and private agencies and enhance management of DYFS resources.

The development of technology specific to the needs of the child welfare system will improve communication, enable the system to collect and share important information, and ensure accountability while protecting the confidentiality of information. The project will include the development of appropriate interfaces with Department of Human Services (DHS) systems and other State systems.

Meeting ASFA Requirements

The proposed SACWIS System will also assist DYFS in meeting new Federal and State laws such as the Adoption and Safe Families Act (ASFA), which mandates timeframes and goals for the development of permanency planning for children in out-of-home-placement. This includes the collection of data to monitor the performance of the agency in the provision of safety, permanency and child well-being. The monitoring will support efforts to improve case practice at every level of the organization: caseworker, supervisor, unit, office, region and state.

The proposed SACWIS System will include the development of “ticklers” and tracking systems for caseworkers and supervisors to facilitate compliance with ASFA, functionality not easily developed in the current mainframe environment. It will also include development of casework tools that will support case practice reform, including efforts to improve the collection of data on educational and health-related issues. Compliance with Federal regulations directly translates into funding, since failure to comply with these regulations may result in penalties and reduced funding in the future.

The proposed SACWIS system will also assist DYFS in meeting the requirements of the Child and Family Services Review portion of ASFA by establishing specific areas in the computerized case record for the collection of required case information. Monitoring of the compliance with these requirements will be greatly facilitated compared to the existing paper forms-based case record system.

Partnership for Children

DYFS arranges for and provides services to children in residential, group home and other treatment settings and independent living. In July 2000, nearly 2,400 children were receiving

these services. Many of these services are paid for through Title IV-E funding.

The State has begun a major reform effort known as the Partnership for Children that will restructure the system for delivering services to children with emotional and behavioral disturbances and their families. Please refer to <http://www.njkidsoc.org/>.

The objectives of the Partnership for Children include:

- Increased funding for services.
- Broadening the scope of services (with emphasis on community-based services).
- Creating an overall system to better manage and coordinate care across agencies involved in the delivery of services. and
- Building service plans that are child and family centered.

The structure through which these services will be provided will change significantly. This includes:

- Contracted System Administrator (CSA) – overarching administrative entity that creates a single electronic file and coordinates care across all child serving systems.
- Care Management Organizations (CMOs) – responsible for pulling local resources together for children with the most complex needs and managing their cases.
- Unified Screening – establishes uniform protocols for screening children across all systems to ensure the creation of consistent and comprehensive service plans.
- Family Support Organizations (FSOs) – connects families to other parents and support services to ensure that service plans are child-centered and family-friendly.

As a result of this initiative, DYFS will need to interface with the new constellation of agencies and services that will be developed through the Partnership for Children. The new SACWIS system will need to include the Unified Screening tools that will be developed to initiate referrals to the CSA. Other interfaces will be needed to coordinate case plans and file appropriate claims for Federal funding. This initiative is illustrative of the need for a much more flexible data management system than is currently available to DYFS.

Need for a Comprehensive and Flexible System

Child protective service agencies such as DYFS operate in volatile and rapidly changing regulatory environments. New State or Federal regulations or laws frequently necessitate changes in agency case practice, data collection and reporting. By using state-of-the-art integrated database technology, it is possible to create a more flexible system that can more easily be adapted to accommodate on-going changes in Federal and State laws and policy. This is

not possible with the existing unconnected systems currently used by DYFS.

Improved Efficiency through Reduction in Paperwork

The new SACWIS System will take advantage of computer technology to implement a long-standing DYFS goal: the reduction of the repetitive entry of data by caseworkers to satisfy Federal, State and County systems. The overall objective is to “write it once” and use the same information in multiple documents and reports. This will improve caseworker efficiency, effectiveness and morale through the reduction of staff effort required for redundant paperwork.

Improved Effectiveness of Services

Other anticipated benefits include improved case practice decision-making, quality assessment, improved utilization of contracted services and improved timely identification of family and child needs.

Design Philosophy and Objectives

New Jersey’s proposed SACWIS system will provide an automated case management system and case processing support for the employees of DYFS. It must:

- Support the using agency’s administration of its programs and the implementation of statewide policies.
- Provide statewide information to the Administration for Children and Families, the Governor, the Legislature and other interested parties.

DYFS recognizes that it cannot accomplish these crucial administrative tasks without the support, utilization and acceptance of the SACWIS system by the direct service personnel who will be using it on a daily basis.

As a result, DYFS has established certain expectations concerning the overall capacities of the system to improve caseworker productivity and morale. These expectations are as follows.

A “Service Plan” Driven System - The proposed SACWIS system will be driven by service or case plans. SACWIS will generate a checklist to provide caseworkers with a quick reference to data already gathered as well as a summary of data that may be missing. Caseworkers will easily complete service plans on-line by choosing items from pull-down menus and screens. Structured data, as well as free-form notes, will be captured in these on-line documents. Ticklers and reminders will be based on service plan information. The updating or changing of data contained in the automated service plans will trigger financial events. Staff need to have immediate access to all information assembled for a case. Caseworkers will no longer need to search through paper files for case notes and other critical information that can impact action taken on a case.

Replacement and Reduction of Forms - Much of the existing work performed daily by DYFS caseworkers and supervisors consists of the completion of paper forms to record the events of a case or the status of a client. This includes required reporting to the Family Courts, execution of fiscal processes, and mandated redundant recording of information in both the paper record and

in the automated systems to satisfy State and Federal requirements.

While it may not be feasible to completely discontinue the use of all existing paper forms, automating these processes wherever possible will save caseworkers and supervisors valuable time and allow them to use that time for visits with clients and appointments. With SACWIS, data will be entered once, not multiple times by multiple caseworkers, supervisors and support staff. Based upon the demonstrated functionalities in the other SACWIS systems examined in-depth, the automation of this process will facilitate arranging for and approving the delivery of social services to clients.

Information entered into SACWIS will be available on request. By collecting data in an indexed and digital form, compilation of data for reports and analyses should become easier. With the continued use of SACWIS, the need for paper documentation will be significantly reduced.

Worker-Friendly - SACWIS will provide a browser-based interface that will allow users to employ desktop functions (Microsoft Windows), business functions (scheduling, e-mail), or the seamless interfaces to external systems from a single PC using a "point and click" method. Word-processing and e-mail capabilities will save caseworkers time in performing routine business functions, including faxing and photocopying documents or case notes.

Seamless interfaces will facilitate searches for information on other systems (e.g., DHS Resource Directory). In addition, SACWIS will support interactive sessions of searching and recording data while responding to emergencies and phone calls, a particularly vital function during case screening and intake. The new system will also allow multiple users to inquire on the same record concurrently. Given the increasingly wider use of the Internet and web-browsers by DYFS staff, it is desirable for the new system to have the look and feel of an Internet or web-based application.

Supervisor and Manager-Friendly - SACWIS will enhance the supervision and management of daily workflow and work assignments.

Support Structured Decision-Making - DYFS is currently restructuring its case practice to produce more consistent decisions, services and outcomes for children and families. This change in philosophy and practice will be supported by the SACWIS system through the standardization of safety, risk and other assessments, the availability of computerized resource directories and automated referral processes, and the opportunity for improved documentation and analysis of case outcomes.

Facilitating the Meeting of Federal Requirements - Meeting the requirements of ASFA and its Child and Family Services Review will place increasing burdens on the existing paper-based records and procedures. The new SACWIS system will include the capacity to record the required information electronically, to monitor that the information is current and up to date, and to provide this information to ACF staff in an efficient and consistent manner.

Family-Friendly - The new SACWIS system will provide information regarding incidents, children, families, perpetrators and related collateral contacts on-line. Workers will no longer

need to search manual files.

Write-It-Once - Caseworkers will be able to utilize a single (automated) case record without duplicating data on various forms or reports. Data entry will be minimized in the new SACWIS. Caseworkers will find it easy to enter data in SACWIS screens with pull-down menus and icons. Help screens and menus will be available throughout the system to assist and prompt the various data entry requirements.

On-Line Help, Policies, and Procedures - SACWIS will assist users in retrieving or updating information on-line. Each SACWIS menu, screen, and field will offer “help” features that may be invoked when needed. On-line policies and procedures will be available in a manner similar to the “help” features. On-line help and procedure features will be context sensitive, providing assistance relating to the data or screen from which the feature was invoked. The new system will also provide descriptive error messages for all on-line and batch errors. The system will incorporate the ease-of-use of web-based applications. The policies and procedures will also be available and accessible outside of the SACWIS menu of screens.

Office System Calendaring - SACWIS will provide office system calendaring which can be used for appointment tracking and scheduling purposes, further streamlining case management and administrative duties. DYFS currently makes use of Netscape Calendaring that must be integrated with the SACWIS application. Caseworkers will have the capability to forecast schedules, update training, and produce reports concerning actual activities and conflicts.

Deficiencies of the Existing Data Systems

The proposed SACWIS system will be the information management tool used to support a wide variety of Federal and State programs carried out by DYFS. Many of these programs are supported by existing systems; however, these systems are quickly reaching the end of their usefulness.

DYFS currently relies upon a combination of mainframe and PC-based systems to perform its most critical management tasks. However, these systems are not sufficiently integrated with one another to effectively maximize service delivery.

Because these systems are not integrated, there is excessive redundancy in administrative work supporting child welfare throughout the state. With existing systems, services cannot always be tied back to specific children receiving the services (e.g., cost reimbursement contracts are not linked to specific children).

The legacy systems are categorized by environment and described below. For each system, the State’s expectation of whether it will be replaced by SACWIS is indicated. For systems which will be replaced by SACWIS, the State intends that the new SACWIS system will provide at least as much functionality as the legacy system provided, with the understanding that weak processes will be reengineered and improved rather than duplicated. The procurement library provides additional detail on all legacy systems, and bidders are advised to carefully review information on legacy systems that will be replaced by SACWIS.

Mainframe Environment

Existing mainframe systems are as follows.

1. Service Information System (SIS) – used to record demographic information about clients, their families, and their relatives and to track services provided to the family, including placements and adoption, while under DYFS supervision. Information on referrals for protective and general social services, protective service investigations, and any confirmed perpetrators of substantiated incidents of child abuse and neglect identified in protective service investigations is also recorded. The system enables DYFS to be eligible to receive funds and reimbursements from Federal programs available to child protective service agencies and to produce federally mandated reports including AFCARS and NCANDS. This system will be replaced by SACWIS.
2. Provider Caretaker Information System (PCIS) – The system is used to record information about the people and organizations who provide a variety of services such as placement, day care, medical, legal, and transportation to DYFS' clients. The following information is maintained: demographic information, provider's location and mailing address, status, type of service provided, service dates, and target population. For placement providers, a summary of children currently placed is also maintained. This system will be replaced by SACWIS.
3. Client Payment Accounting System (CPAS) – This system is a comprehensive payment and accounting system that is used to certify and pay for placement services. Data must be accurate and consistent in both SIS and PCIS in order for a valid payment to be issued to a provider via the Department of Treasury's Financial Information System. This system will be replaced by SACWIS.
4. Client Payment and Accounting System (CPAS) - Based on information entered into the Service Information Systems (SIS) and the Provider Caretaker Information System (PCIS), the Division's caseworkers must certify payment for on-going board and clothing services, on a monthly basis. The Client Payment and Accounting System (CPAS) is a series of processes that provide an automated mechanism to "assemble" the SIS and PCIS information into thousands of board and clothing Certifications in a short time. It is also the mechanism used to authorize the Department of Treasury to subsequently issue checks to substitute care providers using the Certification information DYFS supplied to them via electronic file transfer.
5. Random Moment Study (RMS) – The Random Moment Study, or RMS, is New Jersey's Federally approved sampling plan for cost allocation. It is used to allocate costs of DYFS case workers among various Federally funded programs: IV-E, XIX, IVA-EA, IV-B, and XX. The existing RMS legacy system will be replaced by SACWIS, and two years of data will be converted and loaded into SACWIS. RMS requires daily observation schedules of the activities of randomly selected case workers during work hours. The observation schedule is sent electronically to the worker selected for observation. The worker reports the type of activity that he or she is doing at the time of observation, as well as the clients involved. The result of the observations will be recorded into the SACWIS RMS area. SACWIS will determine the most appropriate program under which to claim the observation, based on the eligibility status of the

client(s) and the nature of the activity. Reports are generated weekly to monitor the completion of the scheduled observations. Reports are prepared quarterly of the RMS results and the Cost Allocation Summary. This system will be replaced by SACWIS.

6. Online Manuals System – Folio software is used to maintain DYFS’ online policy manuals that provide each user with immediate access to the DYFS Administrative, Field Operations, Support Operations, and Forms manuals. The Folio software provides users with an online table of contents for policy manuals as well as search, query functions and hypertext links. This system will be replaced by SACWIS and at a minimum, should provide these same functions and capabilities.
7. Fingerprint Information System (FIPS) – The system interfaces with PCIS, and is used by the Department of Human Services. It captures identifying information and tracks criminal history checks on individuals fingerprinted by the Department of Human Services. This system will not be replaced by SACWIS.

All of DYFS’ mainframe applications run on a Bull DPS 9000/754-2 4-processor Jupiter II computer located at the New Jersey Office of Information Technology (OIT) HUB Data Center in West Trenton.

Connectivity for the mainframe is provided through TCP/IP via the Garden State Network. Other applications running on the network include a number of FoxPro for DOS applications as well as an Oracle copy of the main SIS database and other Oracle-based child welfare applications developed by DYFS.

Although current systems provide DYFS with useful and accurate information in a number of areas, many of the systems have been built with old technology, are not well integrated and are in need of re-engineering and re-development.

There are a number of technical issues associated with the current mainframe environment that preclude the fulfillment of the project objectives outlined above, including:

- The present architecture and COBOL coding make cost effective maintenance extremely difficult; and
- The systems were built separately and at different times to address specific reporting and tracking needs. As a result, redundant and inconsistent information exists across the various systems.

There are also a number of functional issues that limit the utility of the mainframe environment to perform all of the required activities outlined above in an efficient and user-supportive manner, including:

- Screens in many of the current systems rely heavily on numerical codes, which must be either memorized or looked up in manuals;
- End users do not have ad hoc reporting capabilities; and
- Current systems do not track services or mandated timeframes efficiently.

The existing mainframe-based SIS system has the following deficiencies:

- Has poor text handling;

- Requires clerical staff for data inputs and updates;
- Is not accessible for input by caseworkers;
- Does not encourage or support DYFS policies;
- Claiming such as TANF is not supported or not maximized; and
- Does not have a user-friendly graphical user interface (GUI).

PC-Based Environment

DYFS has had extensive experience in the use of desktop personal computers (PCs) to assist in its mission to protect children. DYFS was the recipient in 1992 of one of the earliest ACF demonstration grants to improve the performance of a child welfare agency through office automation (the East Orange Management Enhancement Project, Grant Number 90-PD-0201). Since that time, DYFS has developed a large number of PC-based applications that facilitate the management of the agency and the tracking of specific types of cases.

8. Contract Administration System – This system, based on MS ACCESS, Visual Basic 3.0 and Microsoft SQL 6.5, stores information about all client service contracts, which regional and central office contract administration staff use to produce reports. This is a standalone database that does not integrate with other systems such as PCIS, CPAS, or SIS. This system will be replaced by SACWIS.
9. District Office Bank Account (DOBA) – This system, based on MS ACCESS, is used by offices to issue emergency checks for non-recurring services on behalf of DYFS clients. At this time, the system is seriously fragmented across numerous databases and does not integrate well with other client payment systems. This system will be replaced by SACWIS.
10. Interstate Compact Tracking System – This system, based on MS ACCESS, is used by the Interstate Services Unit to monitor children entering or exiting New Jersey under the Interstate Compact on the Placement of Children (ICPC). Data captured in this system includes: demographics about the child, information about sending and receiving states, types of service requested, information about potential placement resources and outcomes of home evaluation. This system and its functionality will not be replaced by SACWIS.
11. Temporary Medicaid Card System (MediCard) – This system, based on MS ACCESS, is used by DYFS District Offices and Adoption Resource Centers to record and issue temporary Medicaid cards to clients as needed. Data captured by the system includes information about the office and worker issuing the card, coverage period, person to whom the card is issued, and the children included in the card. This system will be replaced by SACWIS.
12. Foster Care Rate Assessment System (FCRates or NJRates) – This system, based on MS ACCESS, is used by DYFS District Offices and Adoption Resource Centers to determine the appropriate foster care rate level for a child and to automatically print a rate contract and a Special Approval Request (SAR) form, if necessary. This system will be replaced by SACWIS.
13. Adoption Match System (AMS) – This system, based on MS ACCESS, is used by the Central Adoption Unit to record the characteristics of both children awaiting adoption and prospective adoptive parents to facilitate matching children with adoptive homes. This system will be

replaced by SACWIS. The new system must comply with the requirements of the Federal Multi-Ethnic Placement Act (MEPA) and all other relevant State laws and regulations. It may not match based upon the race, ethnicity or national origin of the prospective adoptive parents or children.

14. Child Death System – This system, based on MS ACCESS, is used by Central Office staff to record information about child death investigations and outcomes. This system will not be replaced by SACWIS.
15. Input/Output Control Data Base (IODB) – This system, based on DBF-based PCFile5, is used by the Office of Information Systems to record information about all SIS, PCIS, CPAS, CFPS, SSBG, RMS and Personnel output reports, including how often and on what schedule the report is run, who receives each copy, and how long the report is maintained by OTIS I/O Control Unit. This system will not be replaced by SACWIS.
16. Residential Rate Table Database – This system, based on DBF-based PCFile5, is used by the Office of Information Systems to record information related to the daily and monthly rates paid to residential type providers. This system will be replaced by SACWIS.
17. Institutional Abuse Tracking System (IATRACK) – This system, based on PC-File, is used to track institutional abuse referrals and data relevant to the operations of the Institutional Abuse Investigation Units. This system will be replaced by SACWIS.
18. Child Care Information and Retrieval Program (CHIRP) – This system, based on FoxPro 2.0, is used to track data relevant to the facilities that DYFS is mandated to inspect. It also captures information concerning complaints about the facilities. This system will be replaced by SACWIS.
19. Child Abuse Record Information (CARI) – This system, based on PC-File, supports DYFS’ mandate to respond to requests for information concerning any substantiated prior history of abuse or neglect involving applicants for specific occupations or positions involving children. This includes applicants for positions with DYFS, prospective foster and adoptive parents, registered family day care providers, or child care center staff. The DYFS Bureau of Licensing uses DYFS data systems to determine if such a history of abuse or neglect exists and records the results of the checks in the CARI database. This system will not be replaced by SACWIS.
20. Adoption Agencies and Sponsoring Organizations (AA/SO) – This system, based on PC-File, is used to maintain a table of all of the adoption agencies and sponsoring organizations with which DYFS has regular contact. This system will be replaced by SACWIS.
21. Family Day Care Providers Tracking System (FDC) – This system, based on PC-File, is used to track registered family day care providers. The data is used to print mailing labels and lists of providers. This system will not be replaced by SACWIS.
22. Day Care Centers Inspection Log (INSP) – This system, based on PC-File, is used to track violations reported by individuals or discovered by inspectors, and when the violation was corrected. It interfaces with the CHIRP system. This system will be replaced by SACWIS.

23. Clients – This system, based on FoxPro 2.0, contains SIS information for all active clients receiving services. The data is used to print letters and specialized forms, case/client assessments and case plans. The data is downloaded daily and monthly from SIS, then moved into the application. This system will be replaced by SACWIS.
24. Bureau of Vital Statistics (BVS) – This system, based on PC-File, is used to track DYFS clients for whom a vital record was received (birth, death or marriage certificate). The application contains requests for in-state and out-of-state vital records. Requests are accepted through the mail and data is downloaded monthly for clients in placement three months or more. This system will not be replaced by SACWIS.
25. Medicaid ABC Waiver Program – This system, based on PC-File, is used to track ABC waiver clients and the services provided to them. The application prints bills and prepares a file that is electronically submitted to the New Jersey Medicaid Management Information System (MMIS). This system and its interface will be replaced by SACWIS and an interface.
26. Medicaid Psychological Services Billing System – This system, based on PC-File, is used to track psychological services provided to DYFS clients. A file is electronically submitted to the New Jersey Medicaid Management Information System (MMIS). This system and its interface will be replaced by SACWIS and an interface.
27. Medicaid Sexual Abuse Examination Billing System – This system, based on PC-File, is used to track sexual abuse examination services provided to DYFS clients. A file is electronically sent to the New Jersey Medicaid Management Information System (MMIS). This system and its interface will be replaced by SACWIS and an interface.
28. Boarder Baby Tracking System – This system, based on MS ACCESS, is used on a statewide basis to track the length of stay of infants in hospitals beyond medical necessity. Used to document the success of an ACF Children’s Bureau Abandoned Infants Demonstration Grant (the New Start Project). It is also used to monitor compliance with a consent decree. This system will be replaced by SACWIS.

As indicated above, DYFS has successfully developed and is utilizing a large number of PC-based applications. The deployment of 3,200 PCs during the first round of the implementation of the SACWIS project has greatly facilitated this effort by making a PC available to all staff members. Nonetheless, the current PC-based environment has the following severe limitations.

- MS ACCESS-based applications do not run effectively over the wide area network, limiting their usefulness to isolated PCs;
- Since not all of the applications can use the downloaded data provided through the CLIENTS application, staff are still required to enter the data in the various systems several times;
- Although mainframe data on the SIS system may be downloaded to some PC-based applications, the mainframe databases cannot be updated through these applications, again necessitating repetitive entry of data;
- The contracting systems do not allow documentation of all services provided through these vendors to the child or family case record, denying useful management information; nor are the systems integrated with any fiscal planning

- and accountability system; and
- Although there has been some automation, the existing business practice remains primarily a paper-driven system, necessitating labor intensive activity by staff, without the benefit of cross-referencing information.

Oracle-based Applications

Recognizing the limitations of many of the MS ACCESS-based applications, DYFS has recently begun development of several applications using an Oracle database structure that will operate over the network, utilizing a web browser.

1. *SIS to Oracle Data Conversion Project* – As a precursor to the data conversion effort that will be required to implement the SACWIS system, this project converts SIS data from the Bull Mainframe to an Oracle database. Information was successfully downloaded from the mainframe into an Oracle file in July 2000. This file, known as the SIS/Oracle download, is currently updated on a nightly batch-file basis.

DYFS is now working on the required procedures to convert information from the family-based SIS system to a member-based Oracle system. There are many duplicates in the data and it appears that it will be necessary to manually merge records on an office-by-office basis

This should give DYFS a head start for its SACWIS data conversion efforts. The objective is to provide an intermediate file rather than attempting a straight conversion from SIS to SACWIS. These efforts are permitting DYFS and OIT staff to become more familiar with the data conversion issues relating to SACWIS.

DYFS is also developing a number of web-based applications that make use of this Oracle file. This will allow DYFS caseworkers to use software that includes pre-populated information from the mainframe system. These applications are designed with casework staff in mind as the users, not clerical employees updating information using turnaround documents and terminals. This approach emulates the SACWIS system, preparing caseworkers for these new responsibilities.

By combining mainframe data with data entered into these new applications, this approach will also allow DYFS to perform new ad hoc reporting in-house without having to further modify the mainframe system. Three examples of these new applications are described below.

2. *ASFA Permanency Tracking Application* – This web-based application gives employees the ability to track ASFA milestones for caseloads. Workers can see data concerning all of the children on their caseload who are in foster care, the placement history for each of these children, information about the status of adoption work/conferences, the authority for placement, and the case goal. Supervisory staff can see this information for each worker or an

entire unit of workers; managers can see this information for every child in the office. This application is currently operational. DYFS is in the process of developing various ASFA related reports. This system will be replaced by or integrated into SACWIS.

3. DYFS Form 26-81 Out-of-Home Permanency Assessment/Case Plan/Court Report Form – This web-based application tied to the SIS/Oracle download file allows workers to complete assessments for children in placement. These assessments are completed every six months and are shared with a number of parties including the Child Placement Review Boards and the Family Courts. This system will be replaced by SACWIS.
4. Contacts and Visitation History - This application is under development, and in the design stage. It will be web-based and make use of the SIS/Oracle download. The application will allow staff to record dates that they have seen clients and also provide them with the ability to record information about their significant contacts associated with these clients. The application will also record the date that entries are made into the system and allow supervisors to record their review and approval of entries at least once every 30 days. This application is currently under development and will be replaced by SACWIS.
5. Home Provider Tracking System (HPTS) – This web-based Oracle program is used to record information about potential foster and adoptive parents and tracks them from inquiry through final certification/licensing and beyond, including pre-service and in-service training, and allows children awaiting foster placement to be matched with suitable foster parents. The system will be expanded to permit tracking of the kinship caregiver and relative care support program. This system will be replaced by SACWIS.

These applications represent a temporary solution until the implementation of the proposed SACWIS system. Similar functionalities are described in the SACWIS requirements promulgated by ACF and expanded upon by Walter R. McDonald Associates.⁴ These functionalities will be incorporated into the proposed SACWIS transfer system.

PRIOR EFFORTS TO PLAN/DEVELOP SACWIS

As provided for in ACF regulations, DYFS is deploying its SACWIS system in the following phases:

- Acquisition and deployment of hardware;
- Planning phase. DYFS is currently in the planning phase and has received conditional approval for its Implementation Advance Planning Document (IAPD) from ACF; and
- Development and implementation of software.

TIMELINE

A timeline for activities conducted in connection with the SACWIS project, including activities that have occurred since the IAPD was submitted in September 2000, is presented below.

⁴ ACF-OISM-001. Administration for Children and Families, January 8, 1995.

- April 1995 DYFS Office of Information Services (OIS) submitted a Planning Advance Planning Document (PAPD) to ACF to retain a management-consulting firm (Maximus) to develop New Jersey's SACWIS application.
- February 1996 DYFS submitted an Advance Planning Document (APD) to ACF for the development of its SACWIS system. This document, prepared for DYFS by the consulting firm Maximus Inc., described the legacy mainframe-based statewide Service Information System (SIS) and other PC-based systems that had been planned or implemented at that time.
- July 1996 ACF approved the APD and the proposed acquisition of the hardware that constitutes the backbone of New Jersey's SACWIS system, with enhanced funding. Additional requests for PCs and supporting hardware to equip new staff were submitted and approved by ACF.
- 1996 – 1998 SACWIS Phase I – Deployment of Hardware Backbone for SACWIS -

More than 3,000 personal computers (PCs) were purchased placing a computer on the desk of every caseworker, supervisor and administrator. Training for all DYFS staff on basic computer literacy was provided. Enhanced access for all staff to statewide DYFS systems (SIS, PCIS) through PCs occurred. Wide area network (WAN) established permitting staff to increase efficiency through e-mail and electronic document exchange. Implementation of office automation initiatives (e.g., letters to Child Placement Review Boards, foster care re-assessment application, new search programs). DYFS Policy Manual placed online for access by staff.
- March 1998 DYFS submitted an Implementation Advance Planning Document (IAPD) for acquisition of SACWIS software.

Revised Approach Proposed - Previously, DYFS had only considered enhancements to the existing mainframe-based systems. However, DYFS subsequently reconsidered this strategy and proposed to transfer and implement a statewide system from another state.

This change in approach reflected the availability of newer technologies demonstrated in other state SACWIS systems, along with anticipated difficulties in integrating the existing mainframe and PC-based systems. The IAPD called for development and implementation of integrated SACWIS software that would consolidate and replace numerous unconnected and inefficient mainframe and PC applications.

ACF agreed in principle with the recommendation for transferring a system from another state, but noted that the IAPD contained a number of inconsistencies concerning the approach to the project, its budget and its relationship to the One Ease E-Link (OEL) system. ACF expressed concerns about proposed integration of SACWIS with other DHS systems.

- November 1999 Following efforts to resolve these inconsistencies, DYFS agreed to a recommendation from ACF that a management consultant be retained to address the concerns raised by ACF and to prepare a revised IAPD and Request for Proposals (RFP). An APD for retention of such a firm was submitted to ACF and approved.
- December 1999 An information technology-consulting firm (planning consultant) was retained per agreement with ACF to revise the IAPD and develop Request for Proposals (RFP) for SACWIS computer application.
- February 2000 Telephone surveys were conducted to identify states with representative SACWIS systems.
- March 2000 Identification of other state SACWIS systems suitable for transfer to New Jersey. On-site visits to three states (New Hampshire, Massachusetts and Maine) with candidate SACWIS systems suitable for transfer.
- DYFS team visits New Hampshire and Massachusetts to observe SACWIS applications. A copy of Massachusetts' Family Net is loaded on a DYFS laptop for further analysis and evaluation of functionality.
- March 2000 DYFS and Department of Human Services staff evaluate One Ease E-link and FACTORS/SA as a SACWIS solution for New Jersey as part of the alternatives analysis.
- April 2000 Agreement with Department of Human Services (DHS) concerning development strategy for SACWIS and relationship to other DHS systems.
- Visit to Maine by planning consultant to observe operation of MACWIS system. A copy of MACWIS was loaded on a DYFS laptop for further analysis and evaluation of functionality.
- Joint Application Development (JAD) sessions held by planning consultant and DYFS with direct service staff to develop requirements.
- April – Aug. 2000 Meetings with DYFS case carrying and administrative staff to identify specifications for new SACWIS application; over 1,000 specific requirements identified.
- April – Dec. 2000 On-going and extensive technical assistance from the Administration for Children and Families to assure that the project develops in accordance with Federal requirements; meetings in Washington approximately every six weeks to review project progress.
- April 2000 - Development of procedure for downloading mainframe data to ORACLE
- May 2000 Meeting with ACF in Washington to review progress and outline approach.

July 2000	Federal technical assistance provided to DYFS by Ellsworth Associates. Provision for hiring State technical staff and subject matter experts is included in the proposed project management plan.
August 2000	Meeting with ACF in Washington to continue to review progress and approach. A copy of the Wisconsin SACWIS system was loaded on a laptop for further analysis and evaluation of functionality.
September 2000	Submission of revised Implementation Advance Planning Document (IAPD) to ACF outlining the State's strategy for developing and deploying SACWIS application.
October 2000	The State Division of Purchase and Property approves DYFS' strategy for preparing and releasing RFP for SACWIS application.
November 2000	<p>Conditional approval of IAPD by ACF.</p> <p>Letters sent to more than 80 potential bidders announcing release of a Request for Information (RFI) on the Internet.</p> <p>Implementation RFI posted on Internet to notify qualified bidders of State intention to release an RFP in the near future. Comments from bidders solicited to improve the Implementation RFP.</p>
December 2000	Draft Implementation Vendor RFP submitted to ACF
February 2001	Conditional approval of Implementation Vendor RFP by ACF.
July – Dec. 2001	Development of project budget and securing of State funding commitment.
March 2002	<p>Full, unconditional approval of Implementation RFP by ACF.</p> <p>Presentation of project and budget request to new administration of the Department of Human Services, the new State Chief Information Officer and other significant State sub-cabinet officers.</p>
July 2002	Funding secured for project in State budget for State Fiscal Year (SFY) 2003 (July 2002 – June 2003).
August 2002	<p>Based upon internal State consultations and discussion with ACF, State elects to hire State Lead Technical Manager (SLTM) as a full-time State employee rather than releasing the ACF-approved RFP. This will afford the State greater accountability for the project from the project management.</p> <p>Initiation of job search and recruitment for State Lead Project Manager.</p>

September 2002 Approval of VV&T Contractor (formerly Contract Monitor) RFP by ACF, review and continued approval of Implementation Vendor RFP. RFP for State Lead Technical Manager also secured from ACF.

September 2002 Database preparation for conversion to SACWIS system.

November 2002 Hiring of State Lead Project Manager.

Given the proposed salary of the SLTM position, the need to provide technically competent leadership in a timely manner and the time required to obtain necessary State approvals, the permanent hiring of the SLTM followed a brief transitional consultant arrangement (less than \$25,000). ACF advised of plan. Formal APDU not required given that the proposed transitional arrangement.

January 4, 2003 A seven-year-old child formerly under DYFS supervision, is found dead. The case was allegedly closed without full investigation of several abuse and neglect complaints. This critical incident led to an accelerated deployment methodology for New Jersey's SACWIS system.

January 2003 Release of VV&T Contractor RFP.

Pre-bid conference for VV&T Contractor RFP.

Questions posed by potential bidders at the pre-bid conference addressed and posted on the Internet.

February 2003 Opening of bids for VV&T Contractor.

APPENDIX 3
CONTRACTOR EXPERIENCE AND EXPERTISE

IMPLEMENTATION VENDOR AND PERSONNEL REQUIREMENTS

The following sub-sections describe the required experience of bidders, the key vendor personnel required for SACWIS, and the desired qualifications of the bidder personnel.

Required Bidder Experience

Bidders must demonstrate:

- Experience as a systems integrator in the design, development, implementation and/or post-implementation support of a SACWIS system; and
- Experience with the implementation of a large-scale data system utilizing a web-based technical architecture, methodology and tools.
- Experience in application and network security.

Please note that proposing a web-based solution must demonstrate prior experience with web-based solutions.

These qualifications will be evaluated during the assessment of submitted bids.

Experience in Application and Network Security

The new SACWIS system will be accessible to 3,400 possible users located at 50 sites. It will also be accessible via the Internet for approved users on a 24-hour per day/ seven-day per week basis. Protection of the large amounts of confidential data that will be stored in this database is essential to the project.

Security design of the SACWIS application and the networks that it will operate over will be vital to the planned use of this web-based application. As a result, system developers, contractors and administrators responsible for the development of the SACWIS project must be familiar with computer security concepts, standards and measures.

The Implementation Vendor will be required to propose a security plan for the SACWIS system in conjunction with DYFS, the Department of Human Services and the Office of Information Technology. The VV&T Contractor shall review the security plan, monitor the testing of the system's security and report on the results of these tests.

Although a specific Security Analyst position is not called for in the proposed staffing to be provided by the VV&T Contractor, applicants should reflect in the resumes of the proposed staff education or experience in computer security. Bidders should demonstrate knowledge of the creation and use of security policy, network firewalls, encryption of stored or transacted data, user authentication methods, and hacking tools commonly available from the Internet.

Bidders should also be familiar with the vulnerabilities associated with various versions of Microsoft Windows operating systems. Additional areas of computer security include server

hardening, anti-virus measures and the possible use of an Intrusion Detection System (IDS) to ward of unwanted computer and network incidents.

Required Key Personnel

Bidders are required to provide the following key personnel for the SACWIS project: Engagement Manager, Lead Technical Manager, Lead Business Re-Engineering Manager and Data Base Administrator. If the bidder's proposed organization structure includes two managers, such as a Lead Technical Manager and a Lead Functional Manager, both reporting directly to the project manager, then both of these are considered key personnel.

Bidders are required to propose key personnel by resume. "Sample" resumes representative of the qualifications of proposed key staff, will not be considered. Key personnel must conduct the oral presentations and demonstrations, if any, following proposal submission.

The selected bidder must ensure that the key personnel identified by resume in the proposal are the same key personnel who begin work on the project at project start-up, and that these key staff will remain on the project through the completion of the statewide implementation.

The State reserves the right to approve all initial or replacement key personnel prior to their assignment to this project. Changes in key personnel must be approved by the State.

The State shall have the right to require the selected Implementation Vendor to remove any individual (whether or not key personnel) from assignment to this project, but only for cause and with reasonable notice.

Demonstrated experience in the development of information technology systems used by child welfare/child protective services agencies, in the successful completion of projects on time and within budget and familiarity with the ACF SACWIS Assessment Review Guide is preferred.

Key Staff

The following is a description of qualifications required of the individuals serving in the key functions that must be provided under the contract resulting from this RFP.

Engagement Manager: The Engagement Manager will assume overall supervision of the activities of the Implementation Contractor in the implementation of the project. It is expected that the Engagement Manager will be a part-time position.

Preference will be given to bidders whose candidate(s) demonstrate significant relevant and recent experience in the management of application development projects of comparable size and scope to the project described herein. This individual plans, administers and controls all work activities of multiple project teams of computer design professionals producing effective information processing systems encompassing telecommunications, batch and database management. The Engagement Manager is capable of providing related consulting skills at the most senior level, has required experience in every aspect of applications development and directs and evaluates others in the completion of any or all of the principal tasks associated with the process. In addition, this individual demonstrates experience in the delivery of projects on time and within budget.

Lead Technical Manager: will assume day-to-day management of the implementation of the SACWIS project. This is expected to be a full-time position.

Preference will be given to bidders whose candidate(s) demonstrate significant relevant and recent experience in the management of application development projects of comparable size and scope to the project as described herein. This individual plans, administers and controls all work activities of multiple project teams of computer design professionals producing effective information processing systems encompassing telecommunications, batch and database management. The Lead Technical Manager shall be experienced in the varied aspects of applications development and will direct and evaluate others in the completion of any or all of the principal tasks associated with the process. The Lead Technical Contract Manager shall be experienced in quality assurance involving projects of similar scope and complexity. This individual shall also demonstrate experience in the delivery of projects on time and within budget. Preference will be given for demonstrated experience in the development of information technology systems used by child welfare/child protective services agencies and use of the SACWIS Assessment Review Guide.

Lead Business Re-Engineering Manager -.will assume responsibility for business re-engineering of DYFS business processes effected by the implementation of SACWIS. This is expected to be a full-time position.

Preference will be given to bidders whose candidate(s) demonstrate significant relevant and

recent experience in the management of business re-engineering relating to application development projects of comparable size and scope to the project as described herein. This individual plans, administers and controls all work activities of multiple project teams of computer design professionals and subject matter experts responsible for producing new and changed business processes related to SACWIS implementation (based on Analysis and Design tasks—requirements definition, work flow analysis, use cases and JAD sessions. The Lead Business Re-Engineering Manager shall be experienced in the varied aspects of applications development and will direct and evaluate others in the completion of any or all of the principal tasks associated with the process re-design. This individual shall also demonstrate experience in the delivery of projects on time and within budget. Preference will be given for demonstrated experience in the development of information technology systems used by child welfare/child protective services agencies and use of the SACWIS Assessment Review Guide.

Data Base Architect: It is anticipated that this position will be filled on a part-time basis to support the efforts of the State and the On-Site VV&T Contractor in assessing the extent to which the Implementation Vendor has optimized the proposed SACWIS database.

Preference will be given to bidders whose candidate(s) demonstrate significant relevant and recent experience in the design and development of databases and systems of comparable complexity.

APPENDIX 4 PROJECT MANAGEMENT STRUCTURE

DYFS will establish an organizational structure consistent with Federal requirements to manage the implementation of SACWIS in New Jersey (see Figure 1).

Executive Steering Committee – The Executive Steering Committee will include Colleen Maguire, Special Deputy Commissioner, DHS; Jacob Eapen, Assistant Commissioner for Information and Technology, DHS; Doris Jones, Acting Director, DYFS and a representative from the Office of Information Technology (OIT). As a group, these agency executives are knowledgeable in all areas of agency management and are responsible for agency operations. They will receive regular briefings on project progress, will review drafts of critical documents and will provide input on strategic decisions made in the implementation of the project.

Executive Sponsorship –The DYFS Chief of Staff and the DYFS Deputy Director for Program Operations will be the Executive Sponsors for the development of the project under the direction of the DYFS Director, in association with DYFS Executive Staff. The Executive Staff will review the progress of the project during regularly scheduled meetings.

SACWIS Interagency Coordinator - a staff member in the DYFS Office of Chief of Staff, will act as liaison to the project, ACF and other State agencies as directed by the State Contract Manager.

State Contract Manager - Administrator, DYFS Office of Information Systems (OIS) - The State Contract Manager is responsible for overall implementation of the project, direction of State staff, approval of the installation of the system and assessment of the system by ACF.

VV&T Contractor - DYFS has contracted with Bearing Point to serve as the project Verification, Validation and Testing (VV&T) Contractor. The VV&T Contractor shall report to the DYFS State Contract Manager (DYFS OIS Administrator) and the Assistant Commissioner for Information and Technology, DHS. This oversight vendor shall assist in the management of the project to ensure that project schedules and budgets are met. The VV&T Contractor shall assist in the review of vendor deliverables, acceptance testing, quality reviews and planning for future SACWIS support. The VV&T Contractor is responsible for documenting the workflow and milestones achieved for the State and the Federal government. The VV&T Contractor shall also develop the cost-benefit methodology for the project.

State Lead Technical Manager - Key to the success of New Jersey's SACWIS will be the recruitment of a qualified individual to oversee the implementation of the project. Reporting to the State Contract Manager, this individual shall have demonstrated experience in the implementation of large database projects and/or successful implementation of a SACWIS project in another state.

Implementation Vendor Project Manager - DYFS will contract with a computer application development firm that shall be responsible for transferring and modifying a system from another state. This bidder will be selected through an RFP, consistent with the regulations of the New

Jersey Department of Treasury.

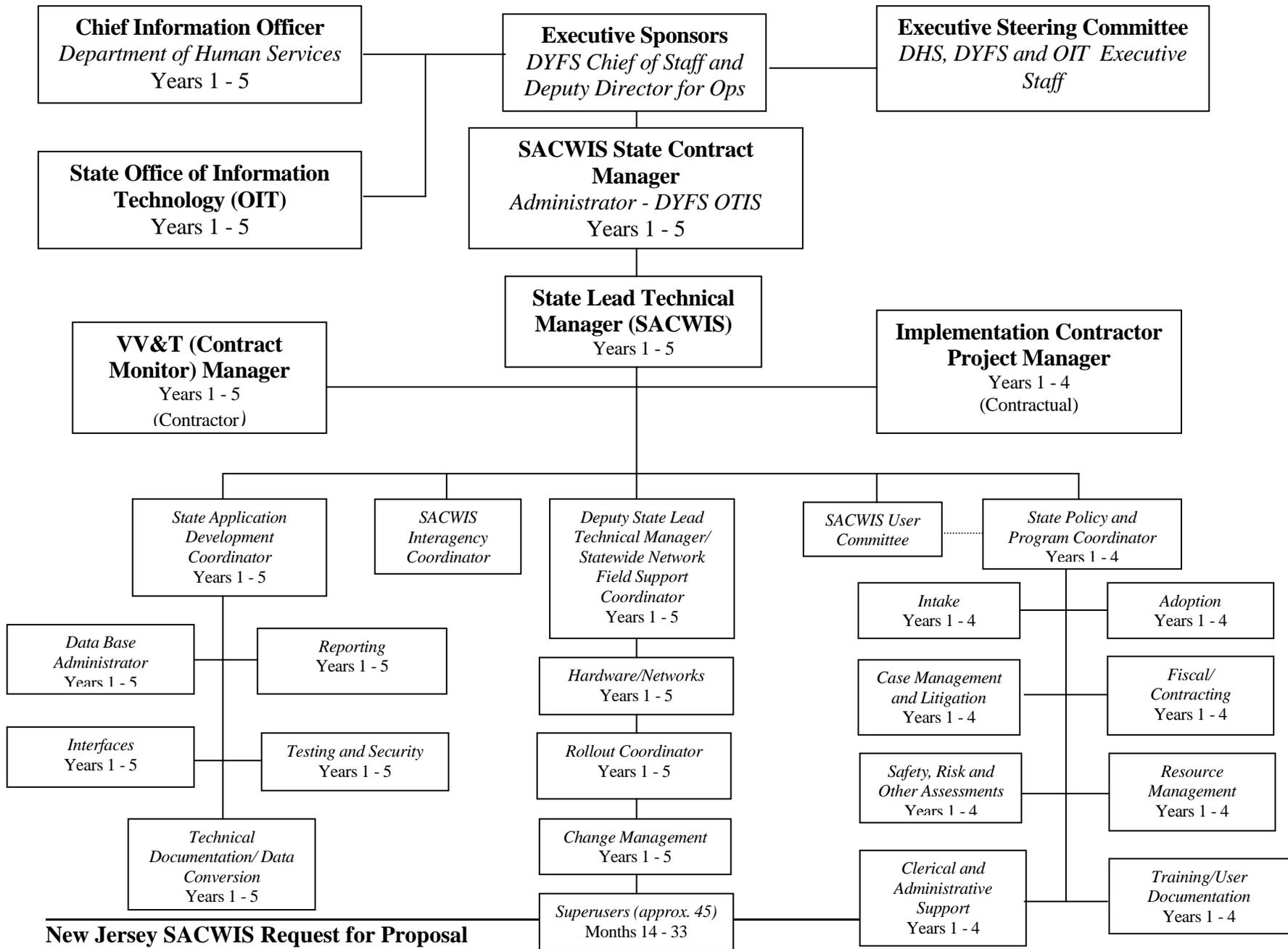
Under the direction of the State Contract Manager, the State Lead Technical Manager, the Implementation Vendor Project Manager and the VV&T Contractor Manager will form the SACWIS Project Management Team and will be responsible for the development, testing and deployment of the New Jersey SACWIS system. The State Lead Technical Manager is supported by a State management team including a State Application Development Coordinator, a Statewide Network Field Coordinator and a Policy and Program Coordinator.

State Application Development Coordinator – DYFS will fill this position with an experienced applications manager who will coordinate the members of the State Technical Unit. It is expected that the Implementation Vendor will create a similar structure and unit for the project implementation. Please note that this position will be filled on a half-time basis. This individual will also supervise the maintenance of the existing systems until the new SACWIS system is implemented.

Deputy State Lead Technical Manager/Statewide Network Field Coordinator – DYFS will fill this position with an experienced field support manager to direct any SACWIS-required hardware and network upgrades, coordinate the rollout of the application and oversee change management activities. This person will also supervise the 45 super-users who will test the new SACWIS application, support the training of field staff, and facilitate implementation of the SACWIS application. Please note that this position will be filled on a half-time basis. This individual will also manage field support for the existing systems until the new SACWIS system is implemented.

State Technical Unit – A number of DYFS staff will be assigned to work on the project full-time. Under the direction of the State Application Development Coordinator and the Statewide Network Field Coordinator, this group will ultimately be responsible for the operation of the SACWIS system. As a result, it is necessary for them to participate in the development of the application, assisting the Implementation Vendor in understanding the requirements and installing the application. The responsibilities of these individuals are outlined below.

Figure 1 - PROPOSED SACWIS PROJECT MANAGEMENT STRUCTURE



Application Development and Field Support

Data Base Administrator – DYFS will retain the services of a qualified data base administrator to validate the data model and design, and provide the State with a large-scale data base management capability.

Technical Documentation/Data Conversion – This position will maintain the technical library concerning the application and its functioning, and ensure that the Implementation Vendor staff is providing complete system documentation. This position will also oversee conversion from the existing mainframe-based SIS system and other systems. Responsibilities include analysis prior to conversion, data cleanup efforts, and providing data feeds to the new system during the rollout period.

Interfaces – This position will oversee the new application’s interfaces to other systems including the Children’s System of Care Initiative.

Testing and Security – This position will oversee the testing of the new application and the implementation of application security measures.

Reporting – This position will oversee the selection and development of reports to permit DYFS to comply with Federal requirements and using agency information needs.

Hardware/Networks – This position is responsible for the coordination of the operation of new SACWIS system over the wide area network.

Rollout Coordinator – This position oversees and helps coordinate the rollout of the project to the DYFS District Offices, Adoption Resource Centers, Institutional Abuse Units, Regional and Central Offices and other DYFS units.

Change Management – The introduction of a new system raises concerns about procedures, clerical positions and implications for clients. This person will be responsible for identifying, communicating, and mitigating the impact of SACWIS.

Super-users – These staff members will participate in the process of cleaning up data in the legacy system before conversion, as well as performing acceptance testing, assisting during training, and providing onsite support to their home office or unit after SACWIS is rolled out there.

Existing legacy systems will continue to operate during the development and deployment of the new SACWIS system. Other State staff will assist in the operation and maintenance of these systems under the direction of the Technical Unit described above.

State Policy and Practice

State Policy and Case Practice Coordinator – This position will provide expertise as well as coordinate the efforts of eight subject matter team leaders. These staff will participate heavily in the analysis and design phase to ensure that the system meets DYFS’ business needs and processes, and will remain on the project during development, testing, and rollout. To extend their individual expertise, and assure broader input and acceptance by DYFS staff, these specialists will lead joint application development (JAD) groups of direct service and administrative personnel in assessing proposed screens, business rules and functions.

Intake - Will provide input on DYFS policy and practice in case screening and investigation.

Case Management - Will provide input and direction concerning the post-intake portion of a case including referral procedures, placement, required court reporting, assessment, case planning, and case closing.

Safety, Risk and Other Assessments - As DYFS develops its new structured decision-making model, there will be a need to coordinate the design and testing of the new assessment instruments that will be incorporated into the SACWIS system. This experienced staff person will have expertise in utilizing assessment instruments in the provision of child protective and child welfare services.

Adoption - Case practice in the Adoption Resource Centers (ARCs) is a specialized form of case practice. This experienced staff person will assure that the appropriate adoption case management tools are included in the SACWIS application.

Fiscal/Contracting - Arranging for and paying for services consumes a great deal of caseworkers’ time. This staff member with experience in the development and administration of contracts with service providers will assure that the new automated procedures enhance caseworker productivity, vendor accountability, and DYFS’ ability to manage its accounts payable and accounts receivable functions, as well as fiscal planning and contract administration.

Resource Management - As part of DYFS’ Strategic Plan for the reforming of foster care, foster-home finding and designation of foster homes for the placement of children was regionalized. Under the new Children’s System of Care Initiative, treatment resources will be provided through a HMO-like program. The need for the identification and allocation of scarce provider-based services will need to be addressed through the SACWIS system. This experienced staff person will assure that the appropriate functionalities concerning service directories, eligibility determination, referral, approval of services and charging to the appropriate DYFS accounts are implemented.

Training/User Documentation – Will oversee the training curriculum and user documentation development and delivery provided by the Implementation Vendor.

Clerical and Administrative Support – Will participate and coordinate the change management associated with the new roles for clerical and administrative support staff that will occur as a result of the implementation of the SACWIS system.

SACWIS User Committee - DYFS has established a twenty-five-member committee to advise the project team concerning the development of the project. The Committee includes members of DYFS management from different functional areas including case management, resource management, policy,

fiscal and contract management. Comprised primarily of direct service staff or staff involved in fiscal administration, the Committee has been divided into Joint Application Development (JAD) groups that have assisted in the requirements analysis. Five members of the Committee also visited other states for the purpose of reviewing operational SACWIS systems. The Committee will continue to provide feedback and information during the development of the project under the direction of the State Policy and Case Practice Coordinator.